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MEMORANDUM FOR: Deputy Director of Central Intelligence
Deputy Director for Foreign Assessment
Deputy Director for Collection Tasking
Deputy Director for Resource Management
Deputy Director for Support

SUBJECT : Intelligence Community Structure

Attached hereto are the notes the Director used in briefing the NFIB on 14 February on the new Intelligence Community structure.

The Director intends to issue this paper as a "Director's Note". Before that happens, we wish to give all addressees the opportunity to make whatever final comments they see fit on this issue. Please forward these comments to the undersigned by COB 22 March.

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Attachment:
As stated

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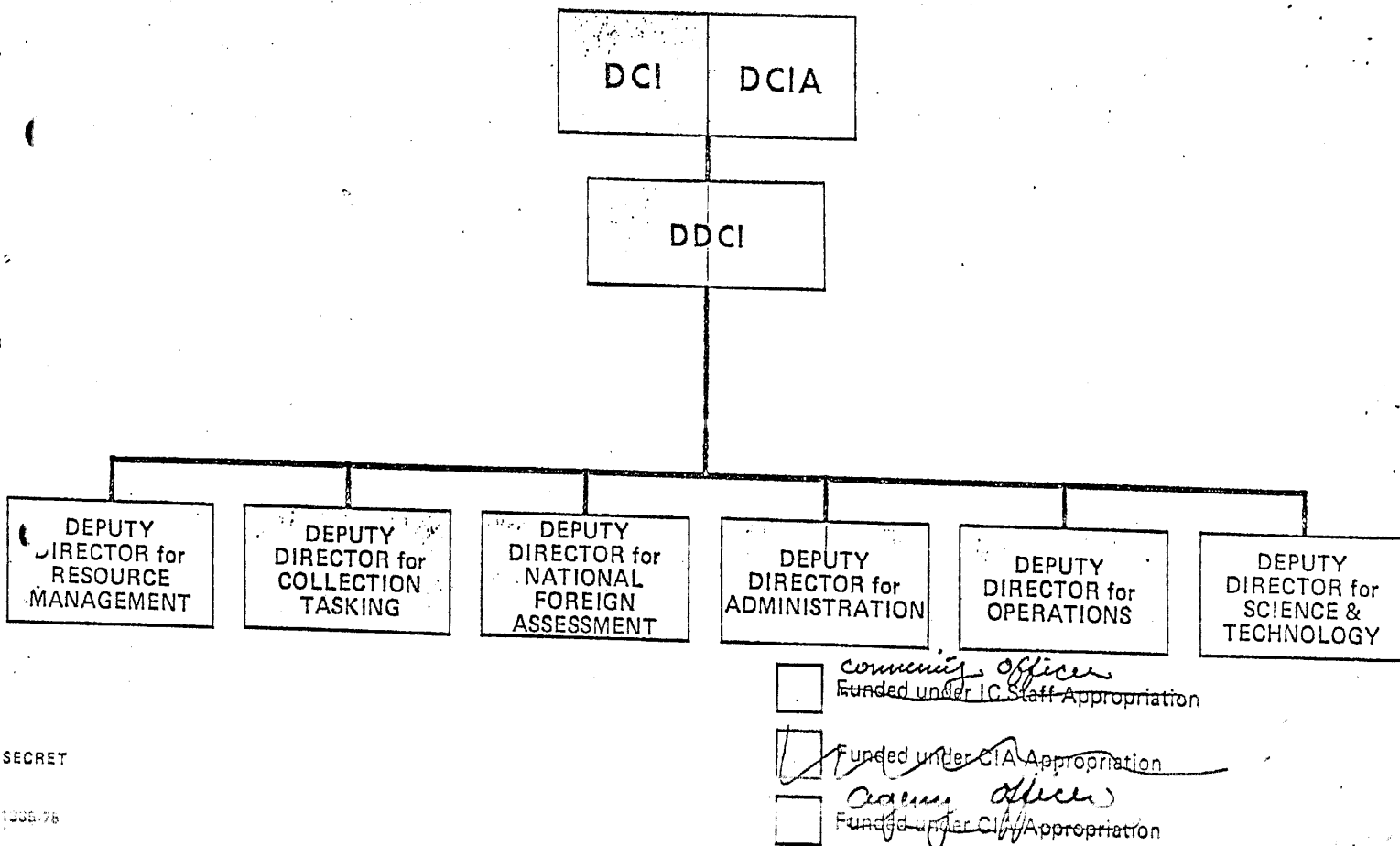
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DRAFT DIRECTOR'S NOTE ON ORGANIZATION

The Director of Central Intelligence has been given significantly increased responsibilities in the new Executive Order for the tasking of all intelligence community assets, for ensuring production of national intelligence estimates, and for formulating the national intelligence budget. In response to the greater demand for finished intelligence products, it was necessary to modify the Intelligence Community Staff structure and relook at the NIO/DDI relationship. To meet the increased production requirement, the artificial separation between the NIO and the DDI was removed and all analysis and production assets were combined into the National Foreign Assessment Center. To respond to the directives of the Executive Order regarding tasking and budgets, the Intelligence Community Staff functions have been divided between a Resource Management Staff and a Collection Tasking Staff. This separation of functions not only provides the necessary augmentation to discharge the new responsibilities, but gives me greater assurance on the efficiency of our collection systems and the adequacy of our product because now the overall evaluation of our effective use of the resources committed to these national needs is performed by the Resource Management Staff which is separate from both collection and production activities.

Organization of Intelligence Community Under New Executive Order



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- The Deputy Director for Foreign Assessment is responsible for organizing national efforts to assess or evaluate foreign intelligence data in support of national intelligence objectives established by the National Security Council. He ensures that the appropriate National Estimates or other forms of assessment are produced as necessary. He is simultaneously the Director of the National Foreign Assessment Center of the CIA and, as such, is responsible for overseeing the finished intelligence production program of that Center. He is responsible for monitoring product quality and evaluating product responsiveness.
- The Deputy Director for Collection Tasking is responsible for tasking all national intelligence collection systems. He establishes specific collection objectives and targets to meet the requirements of all national assessment or estimating agencies. He ensures dissemination of the collected information. He will prioritize the tasking between and among systems. He is responsible for operating the National Intelligence Tasking Center. He will evaluate the capabilities of current and proposed collection systems in order to obtain the best possible judgments on their relative operational performance and priority.
- The Deputy Director for Resource Management is responsible for the creation of the national foreign intelligence budget and for overseeing the execution of that budget. He will perform, analyze and evaluate the national foreign intelligence programs to assist the DCI in arriving at budget recommendations.
- The Deputy Director for Support is responsible for administratively assisting intelligence community components coming under the jurisdiction of the DCI as well as performing other tasks as assigned. He also serves as the Deputy Director for Administration of the CIA.

Job descriptions in themselves are not adequate to describe how the new organization functions. A narrative of interactions with each other and with the other elements in the community will clarify this role in the national intelligence process.

Requirements

Demands for national intelligence originates with the President of the United States and his principal foreign policy advisors, the Department of Defense, the Department of State, the National Security Council staff, and other Executive departments and agencies. These demands are articulated in the Policy Review Committee (PRC) of the National Security Council which I chair and which develops a consolidated list of the most important intelligence questions and priorities. This is given to the Deputy Director for National Foreign Assessment for action. In his community role, he then determines which body (among these is the CIA's National Foreign Assessment Center) will undertake what analysis to properly respond. This process is but a continuation of the NIO/NIE process in that there is a central focal point for coordinating national intelligence production.

For example, assume that the PRC sends the Deputy Director for National Foreign Assessment a requirement for a five-year Soviet economic outlook. The Deputy Director for National Foreign Assessment may then task appropriate analytic organizations to analyze parts of the problem: the Defense Intelligence Agency, the impact of economic outlook on Soviet foreign policy; and the CIA's National Foreign Assessment Center, the overall economic prospect as determined by production, trade, resource

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depletion, manpower, etc. Returning to his community function, the

Deputy Director for National Foreign Assessment then monitors the progress of these community activities, coordinates their output and produces a final national estimate. He is responsible for product quality control as well as evaluating product responsiveness and utility to the customer.

Tasking

The Deputy Director for National Foreign Assessment also transmits PRC questions to the Deputy Director for Collection Tasking along with such amplification as is required to define the information needed. The Deputy Director for Collection Tasking begins formulating specific collection requirements. The production bodies in the community refine the kinds of information they need and the National Intelligence Tasking Center (NITC) develops collection strategies. The Deputy Director for Collection Tasking, then, is the focal point for tasking all collection systems in the national inventory. National Intelligence Tasking Officers (NITOs) work closely with analysts to draw up collection strategies or tasking plans to ensure that the most appropriate national collection assets are employed, regardless of which Agency operates them.

To continue our example, inputs to such a plan might be a DIA requirement for photographic coverage of tank plant production, a requirement from NFAC for signals intelligence collection to determine oil production output, and one from the State Department's Bureau of Intelligence and Research (INR) for a human agent to purloin foreign policy documents. Then this collection tasking plan would be sent to the tasking offices for each collection discipline (SIGINT, PHOTINT, HUMINT). These offices determine which among the various collection systems of their type should

be utilized to collect the required information. The appropriate systems are tasked through their parent operating organization or program manager (NSA, CIA, etc.)

The Deputy Director for Collection Tasking has the concurrent responsibility to ensure that collected information is rapidly and completely disseminated. He monitors the collection systems' performance and evaluates present and proposed systems to assess their relative operational performance.

Resource Management

PRC requirements also go to the Deputy Director for Resource Management. He is responsible for providing the resources necessary to achieve the required collection and production. The Resource Management Staff receives his zero based budgeting priority list from each program manager and integrates them into one master national priority plan. After full dialogue and coordination with all of the agencies (CIA, Defense, State, etc.) through the National Foreign Intelligence Board, the National Foreign Intelligence Budget will be forwarded to the Office of Management and Budget and the President.

The Resource Management Staff does not have the full technical expertise to evaluate in detail all of the collection systems proposed by the program managers or the quality of the product of the analytic agencies. They depend in part on inputs from the Deputy Directors for Collection Tasking and Foreign Assessment to rank-order priorities. These other Deputy Directors, however, are not in the budgetary channel per se, except as members of the National Foreign Intelligence Board.

Finally, the Resource Management Staff will be both efficiency expert and watchdog to insure that the entire organization is being managed efficiently and is providing proper return to the consumer for the investment made. This check will be done by evaluating whether the end product fulfills the priorities and requirements established by the PRC and whether the collection function properly satisfies assessment needs. To do this he will be responsible for a wide variety of cost-effectiveness analyses and tradeoff determinations. Since these three offices will require some degree of support and since it is more practical to use existing assets than to establish a separate and independent administration, security and logistics organization for each of the three offices, the CIA Deputy Director for Administration has been given a second hat as community Deputy Director for Support to provide necessary logistics and administrative assistance.

Directors of staff support offices which support the Director of Central Intelligence's community needs as well as his Central Intelligence Agency needs will be dual hatted. They are the Legislative Counsel, Legal Counsel and Public Affairs. In carrying out community functions, these offices will not exercise control or management over similar activities within the intelligence community, but rather will act as focal point for services of common concern and provide a mechanism for coordinating policy and actions of mutual interest.

With the division of the IC Staff into its two primary functions-- budgeting and collection tasking--a number of activities which the IC Staff previously performed will be reallocated among all four of the community Deputy Directors.

REALLOCATION OF INTELLIGENCE COMMUNITY STAFF FUNCTIONS AND COMMITTEE SUPPORTDeputy Director for Resource Management

Program and Budget Guidance
National Foreign Intelligence Board Support
Intelligence Information Handling Committee
Executive Secretary Support for Intelligence Research
and Development Committee

Deputy Director for Collection Tasking

Review of Monthly Joint Reconnaissance Plan
COMIREX Committee
SIGINT Committee
Human Resources Committee
Interagency Defector Committee
Committee on Exchanges
Critical Collection Problems Committee
Counterintelligence

Deputy Director for Foreign Assessment

Economic Intelligence Committee
Scientific and Technical Intelligence Committee
Joint Atomic Energy Intelligence Committee
Weapons and Space Systems Intelligence Committee
DCI Representative for PRMs
Inter-Ops Center Transmissions

Deputy Director for Support

Security Committee
Telecommunications Policy
Clearance of Community Awards

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The new organization will create approximately [REDACTED] additional positions in the Resource Management Staff and the Collection Tasking Center. Pending OMB and Congressional approval of the final position and grade structure, we are moving toward establishment of a new organization within existing resources.

As we move from the present organization into this new structure, a primary consideration will be insuring that existing procedures are not interrupted and that no capability, coordination or cooperation that presently exists falls by the wayside.

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